
We The People:

Film Analysis

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Introduction

When reviewing the film, *We The People*, I found that there were lots of organizational problems within the film. For instance, the lack of political, structural and symbolic frames. These frames relate back to class when we talked about the need for managers to have a balance between creating a relationship and having an understanding of their workers in order for their employees to perform well. Which CEO Arthur T. Demoulas understands this concept whereas his cousin Arthur S didn't. Due to this shift in power, this led to conflict, power (Politics), goals, decision making theory that was created in the 1950s. This theory was heavily deployed throughout the film once Arthur S came into power and this theory did not help Arthur to gain power or control over the employees because he lacked human resource qualities that Arthur T. Demoulas had. Even though conflict, power, goals focus more on mission statements and goals whether that be short or long term. It also focus on conflict and having conflicted goals which can encourage new ideas but in Arthur S's place, this did not happen. In fact caused more chaos between the company and their workers. One theory that needs to be worked is human resources theory that was created by Elton Mayo. This theory does not care about the company as much as its workers, human relations focuses on their employees rather than the business itself since it increases productivity and respect, and it creates a link between the employer and the employee, all of which are helpful to the organisation. There were two benefits that were shown in the film was the deep connection between boss aka Arthur T. Demoulas and all his workers. Having this kind of deep connection between each type of worker was incredible to see because nowadays, it is rare to find bosses that know your children's name and are willing to

support you both mentally and financially if you are going through a hard time. Another benefit that was found is the connection between workers and customers. Since the employees are highly valued and cared for, it creates a meaningful bond between the two since workers actually enjoy their jobs so customers get unbelievable customer service since all the workers are happy to work for Market Basket. This relationship allows the organization to have a good relationship with their customers as their workers are making customers happy and always wanting to come back. The two major themes that I will be discussing in this paper are the use of Bureaucracy and conflict, power theory vs human relations theory and how these theories affected / helped each CEO's relationship with their workers and the importance of why one theory worked better compared to the other in relation to Arthur T. Demoulas and Arthur S. Another theme I will be talking about is the human relations and political frames that were shown throughout the film and why one frame worked for one person and the other frame did not and what Arthur S should have done better as he has an obligation to his workers as a CEO rather than caring more about company profits and corporate greed.

Analysis

I'm going to talk about two different types of theories that were introduced in the movie. The first is Weber's theory of bureaucracy. This idea describes an organisational structure that employs rules, regulations, and processes, as well as division of labour, a clearly defined hierarchy of power, written records, and communication, to help establish a standard of behaviour inside the company. Once CEO Arthur T. Demola started to lose his position, Arthur S and the class a shareholders started to create a

new hierarchy of power that would put more money in the pockets of shareholders instead of employees or customers. For example, Many American families were losing income and the middle class was becoming smaller and smaller resulting in more people being poor. Companies like Market Basket stopped paying their workers high wages allowing for more shareholders and CEOs to get richer at the expense of people. The price for food, housing, etc have risen tremendously so people can not afford basic needs (time stamp 19:02-19:54). This demonstrates the defined rule of hierarchy and power within this organization and how much of an effect raising prices and low wages are doing to families that they are suppose to be helping and supporting but it is a good thing that workers and customers are starting to become more aware of the situation and trying to fight back against what they believe is threatening their livelihoods. This organization used to put customers and workers first and now with Arthur S in power that is being threatened. The second theory shown in the film is Mayo's Human Relations Theory. This idea describes employee motivation in the workplace, when money is seen as the primary motivator. Employees and their talents are recognised and valued under this idea. Their employees are their most valued assets. Delegated and compassionate authority includes employee autonomy, trust and transparency, cooperation, and involvement in decisions and operations. The Hawthorne Effect, which focuses on workers' needs via appropriate leadership and leads to higher production, is also introduced in this idea. It also emphasises the need of managers treating people as persons rather than robots. An example of this happening in the film is when Gary Hendrigan who has been a truck driver for Market Basket for 25 years had a premature child that was in the hospital for a long time. Once Arthur T found out, he told Gary if he

needed anything including getting extra money to pay for things that insurance does not cover to ask him. He would always ask how is Tyler, not Gary how's your son (timestamp 6:17-6:45). This shows the high duty of care that Arthur T has for his employees. He makes sure that they are doing okay both at work and at home and knows everyone's name / family. Frames, in my perspective, are organisational concerns that dictate how situations are described and what actions are required. They also help in information collection and filtering, as well as making judgements and conclusions about topics. It also aids in the development of a knowledge of how businesses run. I believe that frames enable leaders to view an issue from a variety of viewpoints, allowing them to have a complete grasp of the situation and reducing their chances of making a poor decision. While watching the movie, I was able to pick out two major themes. I'll begin by discussing the Human Resource Theme. Knowing employees' wants, needs, skill sets, building connections, and so on is fundamental to the human resources theme; hence, understanding their wants, needs, skill sets, developing connections, and so on may help to improve a worker's performance. Arthur T was with the company for 40 years and he learned every part of the business so it allowed him to have an understanding. He grew from his father and workers are saying that Arthur put his time, heart and soul into the business. He believed in people and he had a direct connection so it made people feel like they were a part of something bigger. He made each worker feel like they owned the store. Arthur would say that he could do with a little less profit this year and I want my employees paid well and I think my customers need a break (timestamp 5:46-5:55). This shows the true character of Arthur as he has learned from his father to appreciate workers but he decides to go one more

step further. Having a boss who leads by example and does things like raising wages, good retirement funds, growth with the organization, etc allows for the company to reduce their costs and save customers more money. The more CEOs that Market Basket has like Arthur T will allow them to continue to propose and make sure there is no divide between the big guys and workers. Arthur S on the other hand, needed to build a relationship with his workers because no one knew about him or what he was like until the lawsuit and the firing of Arthur T happened. Having meetings with his workers could have helped Arthur to gain control properly as a CEO instead of trying to enforce a new culture that was not meant for Market Basket. The political subject was the film's second main focus. The political theme is concerned with the struggle and friction that exists inside the organisation. There is a lot of disagreement between workers and the supervisor throughout the movie. Once Arthur T. Demousla and many others were fired. Many managers and staff were angry to hear about this knowing the company's culture was changing when they introduced two co-CEOs named James and Feclia who say that they would not change but they would have conference calls, emails instead of face-to-face meetings. All workers could not stay for that to happen since they have been with the company for many years. It was their second home / family. Everyone knew who they wanted to be their CEO and were willing to fight for it to make sure that happens (time stamp 21:45 - 23:05). This demonstrates the massive impact Arthur T. Demousla and other executives had on all of the workers in each store including warehouses, truck drivers.

Course of Action

The frames that resonate with me personally are Human Resources and Symbolic. The

symbolic theme resonates with me because Arthur T has the same values and morals as all the workers at market basket. I would like to work for an organization like Market Basket only if Arthur T. Demsoiula was still the CEO because I truly believe that actions speak louder than words and Arthur T is the only CEO that I have ever seen to go above and beyond for their workers. Even part time students were welcomed with open arms and treated like they were a part of something bigger. The human resources theme resonates with me because I would love to have a boss like Arthur T. Dermousla because he truly cares about his employees rather than making more profits for the company. I love that he values his customers and workers opinions and gives them opportunities to grow within the company as many companies nowadays do not do this. An example of this is Mary's husband John worked for Market Basket as a deli manager for 38 years and was diagnosed with cancer. Arthur T came to John's hospital bed and held his hand, thanked him for his years of service at Market Basket as well as, told him that his job was always going to be there for him and his family was going to be taken care of so he did not have to worry (timestamp 6:48-7:26). This shows how much he truly cares about his worker's personal life and is willing to help take care of Jhon's family so he can focus on getting better instead of stressing out about how they are going to afford to live if he passes away. I love the fact that he goes above and beyond for his workers. I'm truly glad that everyone came together to make sure that Arthur T gets his job back.